

# **WORKFORCE STRATEGIC PLAN**

**2010-2015**

**TEXAS BOARD OF PROFESSIONAL LAND SURVEYING**

## **TABLE OF CONTENTS**

**Forward by Executive Director Sandy Smith**

**Mission Statement and Philosophy**

**Summary**

**Overview**

*Introduction*

*The Process*

*Time Frame*

**Current Workforce Profile (Supply Analysis)**

*Existing Workforce*

*Age and Tenure*

*Workforce Diversity*

*Absenteeism*

*Past and Future Separations*

*Recruitment*

*Skills*

**Future Workforce Profile (Demand Analysis)**

*Future Workforce*

*Being an Employer of Choice*

*Developing Employee Skills*

*Anticipated Increase or Decrease in Employees*

*Flexible Work Arrangements*

*Critical Functions*

**Gap Analysis**

*Anticipated Surplus or Shortage of Employees*

*Anticipated Surplus or Shortage of Skills*

**Strategy Development**

*Goals and Strategies*

*Organizational Structure*

*Retention Programs*

*Recruitment Plans*

*Career Development Programs*

*Succession Planning*

*Leadership Development*

*Organizational Training and Employee Development*

## **FORWARD**

The following is the Workforce Strategic Plan for the Texas Board of Professional Land Surveying. Although we are a very small agency, with only 5 full time equivalent employees, I am committed to a long term approach to the management of the board's workforce.

The ongoing implementation of the following plan will assist the agency in its goal of having the right people performing the right tasks.

Sandy Smith  
Executive Director

## **MISSION STATEMENT AND PHILOSOPHY**

### *Mission Statement:*

The mission of the Texas Board of Professional Land Surveying is to protect the residents of Texas by regulating, licensing and renewing the licenses of only competent surveyors able to provide accurate surveys which will result in the orderly use of our physical environment.

### *Philosophy:*

The Texas Board of Professional Land Surveying will license only competent surveyors and will regulate the practice of surveying. We will manage our resources as efficiently and effectively as possible with a commitment to Excellence.

## **SUMMARY**

This Workforce Strategic Plan for the Texas Board of Professional Land Surveying outlines the process used to make all employees a part of this planning process.

Our key goals and objectives in developing and implementing this plan are as follows:

1. To be an employer who attracts and retains highly skilled and motivated employees.
2. To be an employer who helps its employees develop skills as their job duties and responsibilities grow and develop.
3. To meet the needs of both future and existing land surveyors in the State of Texas.

The Texas Board of Professional Land Surveying is a State agency whose function is to license and regulate land surveyors in the State of Texas. We develop and administer tests to those persons who wish to become a land surveyor. In addition, we investigate complaints received about land surveyors and our Board takes action as necessary to resolve these complaints appropriately. We also monitor and approve continuing education courses offered to land surveyors as well as making certain that licensed land surveyors receive continuing education as required in our Act and Rules.

During the next five (5) fiscal years we do not anticipate any changes to our mission, strategies or goals.

## **OVERVIEW**

### *1. Introduction*

Workforce planning at the Texas Board of Professional Land Surveying (TBPLS) in the past has been relatively unsophisticated and has been aimed at solving immediate needs as they arise. At the present time, we have the following positions:

Executive Director

Executive Assistant – 2 full time employees

Administrative Assistants – 1 full time employee and one half-time employee

Investigator – 1 half-time employee

Our aim is to ensure TBPLS has the right people in the right jobs and that they are provided with the necessary tools and training to be able to perform their jobs at the highest level.

### *2. The Process*

As we have developed this plan, we have placed specific emphasis on including all employees in the process. We feel that being a small agency gives us an unusual opportunity to obtain input and feedback from all employees, making the implementation of any plan that much more effective since it was developed as a true team effort.

We will refine this plan as necessary in order to make certain that our goals are being met within the time frame we feel is appropriate.

### *3. Time Frame*

This initial Workforce Strategic Plan is based on a period of five fiscal years. However, we will revisit and adjust the plan as necessary at the end of each fiscal year.

## **CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)**

### *1. Existing Workforce*

At this time, we have five (5) FTE's working for the TBPLS.

### *2. Age and Tenure*

The overall age profile at the TBPLS indicates that most of the full time employees have close to 20 years employment with the State and are thus getting close to retirement possibilities. Three employees have retired and returned to work as full-time employees.

The average age for employees is 51. The average length of service for all full time employees is 15 years. However, using the "Rule of 80", employees will be eligible for retirement in the following years:

2012	1 Full Time Employee
After 2012	1 Full Time Employee and Two Half Time Employees

### 3. *Workforce Diversity*

The TBPLS at this time is comprised of five female employees and one male employee. One employee is African American, the rest are Caucasian.

### 4. *Absenteeism*

The absenteeism rate at the TBPLS is extremely low.

### 5. *Past and Future Separations*

One separation occurred in January 2008. Another separation occurred in 2009. These employees returned to work in the same position, thereby retaining institutional knowledge and reducing training.

The Executive Director plans to retire in November 2010. The Board has started procedures for a replacement. One other staff member plans to retire August 2010. The half time employee will be replacing this person. No other separations are foreseen at this time. However, we are aware of the cost of separation and plan to keep dialogue going with all employees as to their needs and goals in order to help ensure a stable workforce.

### 6. *Recruitment*

In as much as our separation rate is so low, recruitment has not been a major concern in the past. Our most recent employee, a half-time student read about the job opening on the Work-In-Texas web site. No costs were incurred on recruitment during the past fiscal year and none are anticipated during this fiscal year.

## 7. *Skills*

Determining the skill level of the TBPLS employees is somewhat difficult in as much as each employee performs dramatically different types of work. However, each employee works very independently and with limited supervision and, where job functions do overlap, all employees work well together.

Each employee has been offered training in any area they feel would be necessary to make the performance of their jobs easier and more productive. Some of the training offered and taken has been through the Comptroller of the State of Texas, the State Auditor's Office, or through private organizations (such as Excel and Quickbooks).

In addition, we are in the process of continually updating our procedures manual for all areas which should enable cross training to take place more efficiently.

We will continue to offer training and will implement cross training so that skill levels can be better audited and improved for all employees.

## **FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)**

### 1. *Future Workforce*

Workforce requirements for the TBPLS over the next five fiscal years has been determined by employee meetings as well as meeting with individuals who serve on the Board.

We have determined that the following areas are key to our workforce development:

- Being an employer of choice
- Having employees who have been given the training necessary to develop the skills required
- Having flexible work arrangements whenever possible

We do not foresee any additional changes to the workforce level at this time.

### 2. *Being an Employer of Choice*

We feel that in order to become or remain an employer of choice the following are required:

- Rewarding exceptional performance
- Promoting equality of employment opportunities

- Valuing employee diversity
- Promoting ethical behavior
- Providing employees with incentives, whenever possible

### 3. *Developing Employee Skills*

Determining the training needed or desired by current and future employees to enable them to perform their job functions more effectively has always been important to the TBPLS. To further this goal, we will do the following:

- Discuss with employees the specific skills they need in order to do their jobs more effectively
- Discuss with employees the types of training they feel is needed in order to develop these skills
- Providing the training requested whenever possible, whether through another state agency or through a private organization
- Cross training employees so that skills and knowledge are shared

### 4. *Anticipated Increase or Decrease in Employees*

At this time, there are no anticipated increases or decreases in employees from those budgeted for this year. We anticipate remaining at 5 employees for the foreseeable future.

### 5. *Flexible Work Arrangements*

The TBPLS currently has this in place. One employee works from 7:30 am to 4:30 pm to accommodate her schedule and to provide phone and office coverage in the early morning hours. In the future, we plan to look into the feasibility of the following:

- Teleworking
- Volunteer work
- Job sharing
- Increasingly flexible working hours
- Job descriptions that truly reflect the requirements of the job

### 6. *Critical functions*

By implementing an effective cross training program it is believed that all employees will have the skills necessary to perform all critical functions at this agency.



Those functions currently are:

- Review and processing of applications
- Preparation and administration of examinations
- Processing and grading examinations
- Approving and monitoring continuing education courses
- Renewing licenses
- Reviewing and investigating complaints

We do not anticipate any changes to these critical functions over the next five fiscal years.

## **GAP ANALYSIS**

### *1. Anticipated Surplus or Shortage of Employees*

We do not anticipate that there will be any surplus or shortage of employees over the next five fiscal years.

### *2. Anticipated Surplus or Shortage of Skills*

Although skill training is an on going matter and specific training in various computer programs, etc. may be required; we do not anticipate that there will be any surplus or shortage of skills of our employees over the next five fiscal years which cannot be handled with minimum training.

## **STRATEGY DEVELOPMENT**

### *1. Goals and Strategies*

Specific goals to address workforce competency gaps or surpluses include the following:

- Training in various computer software programs as may be necessary
- Cross training of all employees
- Preparation and distribution of a detailed procedure manual for all areas

### *2. Organizational Structure*

We do not anticipate any changes in our organizational structure over the next five years.

### 3. *Retention Programs*

Due to the lack of turnover, there are no retention programs presently in place with the agency. However, we will continue to strive to provide our employees with a rewarding and satisfying place to work by providing the following:

- Rewards (where possible) for exceptional job performances
- Promoting job equality
- Providing training whenever possible to increase job knowledge and skills
- Keeping the lines of communication between the Executive Director and employees and the Board and the employees open and honest.

### 4. *Recruitment Plans*

The Board has posted all notices of position vacancies with the Texas Workforce Commission and in local newspapers, when appropriate. We also notify other state agencies of vacancies.

### 5. *Career Development Programs*

This is somewhat difficult to accomplish in an agency our size with one Executive Director one half time Investigator, one Executive Assistant and two Administrative Assistants. However, changes in job duties and functions may be changed in order to develop different career opportunities for our employees.

### 6. *Succession Planning*

We have begun discussing with the employees who are or will soon be eligible for retirement what their plans are in order to be ready to act proactively to any changes in our staffing.

### 7. *Leadership Development*

This is somewhat difficult to accomplish in an agency our size, however by cross training our employees this will enable them to take leadership roles in various areas, as appropriate.

## 8. *Organizational Training and Employee Development*

Training, whether on-line, classroom, or individual, has been offered and will continue to be offered to all employees in order to help them develop the skills they need to be able to perform their jobs more effectively. At this time, there is no training scheduled for any employee, although as we become aware of more training possibilities, this will change. In addition, as cross training occurs, additional training may become necessary.